CAC

"Intellectual Center of the Army"

Leader Development for Full Spectrum Operations

for

Conference of European Armies

Heidelberg, GE

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Outline

- Desired Leader Characteristics
  - Adaptable
  - Agile
  - Able to Operate in Ambiguous Situations
- Ways to Build these Characteristics
  - Training
  - Educating
- Institutional Barriers

Characteristics

- Adaptable – an effective change in behavior in response to an altered situation

- Agile – to break from habitual thought patterns, to improvise, to apply multiple perspectives, to consider n

- Able to Operate in Ambiguous Situations – understanding commander's intent; being empowered to act

Ways to Build these Characteristics

"training for certainty…. educating for uncertain

- Training - to make proficient with specialized instruction and practice

- Educating - the process of acquiring particular knowledge or skills to include critical thinking

Institutional Barriers

- Institutional - potential for organizational bias to prevent inculcation of acquired skill sets

As Leaders We Must

Train for Certainty

Educate for Uncertainty

Empower for Ambiguity and Autonomy